## FINANCIAL REPORT WITH SUPPLEMENTARY INFORMATION

Year Ended December 31, 2006

	ROCEDURES REP 1968, as amended. Filing is ma					
Local Government	Туре	Local Government		District	County	
Audit Date	nip	Gladwin Rura	al Urban Fire Protecti Date Accountant Repor		Gladwin	
December 31,		6. 2007	February 6, 2007	t Submitted to t	otate.	
We have audited to prepared in accordance	the financial statements dance with the Statemen for Financial Statemen	of this local unit on the ordern	of government and re remember Accounting S	Standards Boa	ard (GASB) and	d the <i>Uniform</i>
We affirm that:						
1. We have comp	lied with the Bulletin for	the Audits of Loca	al Units of Governme	nt in Michigar	as revised.	
2. We are certified	d public accountants reg	istered to practice	e in Michigan.			
	he following. "Yes" resp nents and recommendati		disclosed in the fina	ncial stateme	nts, including th	ne notes, or in
You must check th	ne applicable box for eac	h item below.				
☐ yes ☒ no	<ol> <li>Certain component u</li> </ol>	nits/funds/agenci	es of the local unit ar	e excluded fro	om the financia	l statements.
☐ yes ☒ no 2	2. There are accumulat earnings (P.A. 275 o		or more of this unit's	unreserved for	und balances/r	etained
☐ yes ☒ no 3	3. There are instances (1968, as amended).	of non-compliance	e with the Uniform Ad	counting and	Budgeting Act	(P.A. 2 of
☐ yes ☒ no 4	<ol> <li>The local unit has vic or its requirements, c</li> </ol>					Finance Act
☐ yes ☒ no '	5. The local unit holds of 1943, as amended	•			• •	nts. (P.A. 20
☐ yes ☒ no €	<ol> <li>The local unit has be unit.</li> </ol>	en delinquent dis	tributing tax revenues	s that were co	llected for anot	her taxing
☐ yes ☒ no ☐	<ol> <li>The local unit has videarned pension beneard the overfunding (paid during they year)</li> </ol>	fits (normal costs credits are more t	) in the current year.	If the plan is	more than 100	% funded
☐ yes ☒ no 8	3. The local unit uses ci 1995 (MCL 129.241).		as not adopted an ap	plicable policy	as required by	P.A. 266 of
☐ yes ☒ no 🧐	9. The local unit has no	t adopted an inve	stment policy as requ	uired by P.A. 1	196 of 1997 (M	CL 129.95).
We have enclo	sed the following:			Enclosed	To Be Forwarded	Not Required
The letter of com	ments and recommenda	tions.		х		
Reports on individ	dual federal financial ass	sistance programs	(program audits).			Х
Single Audit Repo	orts (ASLGU).					Х
	ountant (Firm Name)					
Campbell, Kus	terer & Co., P.C.		City		oto 7	
	Suite 100, P.O. Box 686	6	Bay City	I .	ate Zip MI 4870	)7
	Kusterer & Ca	o. PC				

### TABLE OF CONTENTS

	Page
Independent Auditors' Report	1
Management's Discussion and Analysis	2-3
Basic Financial Statements:	
Government-wide Financial Statements:	
Government-wide Statement of Net Assets	4
Government-wide Statement of Activities	5
Fund Financial Statements:	
Governmental Fund:	
Balance Sheet	6
Reconciliation of Balance Sheet of Governmental Fund to the Statement of Net Assets	7
Statement of Revenues, Expenditures, and Changes in Fund Balances	8
Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balance of Governmental Fund to the Statement of Activities	9
Notes to Financial Statements	10-14
Required Supplemental Information:	
Budgetary Comparison Schedule – General Fund	15

### CAMPBELL, KUSTERER & CO., P.C.

CERTIFIED PUBLIC ACCOUNTANTS

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#### INDEPENDENT AUDITOR'S REPORT

February 6, 2007

To the Fire Board Gladwin Rural Urban Fire Protection District Gladwin County, Michigan

We have audited the accompanying financial statements of the governmental activities and each major fund of Gladwin Rural Urban Fire Protection District, Gladwin County, Michigan as of and for the year ended December 31, 2006, which collectively comprise the Fire District's basic financial statements as listed in the table of contents. These financial statements are the responsibility of Gladwin Rural Urban Fire Protection District's management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of the Gladwin Rural Urban Fire Protection District, Gladwin County, Michigan as of December 31, 2006, and the respective changes in financial position thereof, for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The Management's Discussion and Analysis and budgetary comparison information listed in the table of contents are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management, regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Campbell, Kustere & Co., P.C. CAMPBELL, KUSTERER & CO., P.C. Certified Public Accountants

#### MANAGEMENT'S DISCUSSION AND ANALYSIS

For the year ended December 31, 2006

The Management's Discussion and Analysis report of the Gladwin Rural Urban Fire Protection District covers the Fire District's financial performance during the year ended December 31, 2006.

#### FINANCIAL HIGHLIGHTS

Our financial status remained stable over the last year. Net assets at December 31, 2006, totaled \$988,234.17 for governmental activities.

We purchased a new fire pumper on a five year loan.

#### **OVERVIEW OF FINANCIAL STATEMENTS**

This annual report consists of three parts, management's discussion and analysis, the basic financial statements and required supplementary information. The basic financial statements include two different kinds of statements that present different views of the Gladwin Rural Urban Fire Protection District and the notes to the financial statements.

The first two statements are entity-wide financial statements and provide both long and short-term information about our overall financial status. These statements present governmental activities.

The remaining statements are fund financial statements, which focus on individual parts of the Gladwin Rural Urban Fire Protection District in more detail.

The notes to the financial statements explain some of the information in the statements and provide more detailed data.

Required supplementary information further explains and supports the financial statement information with budgetary comparisons.

#### **ENTITY-WIDE FINANCIAL STATEMENTS**

The entity-wide statements report information about the Gladwin Rural Urban Fire Protection District as a whole using accounting methods used by private companies. The statement of net assets includes all of the Fire District's assets and liabilities. The statement of activities records all of the current year revenues and expenses regardless of when received or paid.

The two entity-wide statements report net assets and how they have changed. Net assets are the difference between the entity's assets and liabilities and this is one method to measure the entity's financial health or position.

Over time increases/decreases in the entity's net assets are an indicator of whether financial position is improving or deteriorating.

To assess overall health of the entity you may also have to consider additional factors such as tax base changes, facility conditions and personnel changes.

All of the activities of the Fire District are reported as governmental activities. This includes the General Fund.

#### MANAGEMENT'S DISCUSSION AND ANALYSIS

For the year ended December 31, 2006

#### **FUND FINANCIAL STATEMENTS**

The fund financial statements provide more detailed information about the Gladwin Rural Urban Fire Protection District's funds, focusing on significant (major) funds not the District as a whole. Funds are used to account for specific activities or funding sources. Some funds are required by law or bond covenants. The Fire District Board also may create them. Funds are established to account for funding and spending or specific financial resources and to show proper expenditures of those resources.

The Gladwin Rural Urban Fire Protection District has only the General Fund.

#### FINANCIAL ANALYSIS OF THE FIRE DISTRICT AS A WHOLE

During the year we purchased \$7,500.00 of fire protection related equipment and paid cash for it.

Our cash position in the governmental activities remains strong.

#### FINANCIAL ANALYSIS OF THE FIRE DISTRICT'S FUNDS

The General Fund pays for most of the Fire District's governmental services. The most significant expense incurred was \$313,579.00 for a new fire truck.

#### CAPITAL ASSET AND LONG-TERM DEBT ACTIVITY

The Fire District's governmental activities invested \$321,079.00 in capital assets.

The Fire District paid \$2.235.75 of principal on long-term debt.

#### KNOWN FACTORS AFFECTING FUTURE OPERATIONS

State revenue sharing represents 0% of our income. Proposal A continues to impede our financial security for operations and funding of both capital improvements to the building and capital equipment needs. The Fire District was funded via a voted one (1) mill of State Equalized Valuation. Proposal A changed the classification to Taxable Valuation.

#### CONTACTING THE FIRE DISTRICT'S MANAGEMENT

This financial report is designed to provide our taxpayers and creditors with a general overview of the Gladwin Rural Urban Fire Protection District's finances and to demonstrate the Fire District's accountability for the revenues it receives. If you have any questions concerning this report please contact the Fire District's Treasurer at 1-989-426-7111.

### GOVERNMENT-WIDE STATEMENT OF NET ASSETS December 31, 2006

	Governmental Activities
ASSETS:  CURRENT ASSETS:  Cash on hand  Cash in bank	50 00 136 373 37
Total Current Assets	136 423 37
NON-CURRENT ASSETS: Capital Assets Less: Accumulated Depreciation	2 063 579 00 (1 064 003 95)
Total Non-current Assets	999 575 05
TOTAL ASSETS	1 135 998 42
LIABILITIES AND NET ASSETS:	
LIABILITIES: CURRENT LIABILITIES	<u> </u>
Total Current Liabilities	<u> </u>
NON-CURRENT LIABILITIES:  Loan payable	<u>147 764 25</u>
Total Non-current Liabilities	147 764 25
Total Liabilities	147 764 25
NET ASSETS: Invested in Capital Assets, Net of Related Debt Unrestricted	851 810 80 136 423 <u>37</u>
Total Net Assets	988 234 17
TOTAL LIABILITIES AND NET ASSETS	1 135 998 42

## GOVERNMENT-WIDE STATEMENT OF ACTIVITIES Year ended December 31, 2006

		Program Revenue	Governmental Activities
	Expenses	Charges for Services	Net (Expense) Revenue and Changes in Net Assets
FUNCTIONS/PROGRAMS Governmental Activities:			
Public safety Interest on long-term debt	286 267 34 561 25	274 691 19 	(11 576 15) (561 25)
Total Governmental Activities	286 828 59	<u>274 691 19</u>	(12 137 40)
General revenues: Rent income Interest Miscellaneous			10 729 85 7 378 50 8 027 88
Total General Revenues			26 136 23
Change in net assets			13 998 83
Net assets, beginning of year			974 235 34
Net Assets, End of Year			988 234 17

### BALANCE SHEET – GOVERNMENTAL FUND December 31, 2006

<u>Assets</u>	Total (General)
Cash on hand Cash in bank	50 00 136 <u>373 37</u>
Total Assets	<u>136 423 37</u>
Liabilities and Fund Equity	
Liabilities Total liabilities	<del>-</del>
Fund equity: Fund balance: Unreserved:	
Undesignated Total fund equity	<u>136 423 37</u> <u>136 423 37</u>
Total Liabilities and Fund Equity	136 423 37

# RECONCILIATION OF BALANCE SHEET OF GOVERNMENTAL FUND TO THE STATEMENT OF NET ASSETS

December 31, 2006

TOTAL FUND BALANCES – GOVERNM	-NIAL FI	INDS
-------------------------------	----------	------

136 423 37

Amounts reported for governmental activities in the statement of net assets are different because –

Capital assets used in governmental activities are not financial resources and therefore are not reported in the governmental funds balance sheet:

Capital assets at cost Accumulated depreciation 2 063 579 00 (1 064 003 95)

Long-term debt liabilities are not due and payable in the current period and therefore are not reported in the governmental funds:

Loan payable

(147 764 25)

TOTAL NET ASSETS - GOVERNMENTAL ACTIVITIES

988 234 17

### STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -GOVERNMENTAL FUND

Year ended December 31, 2006

	Total (General)
Revenues:	54.400.50
City of Gladwin	54 190 58
Township of Buckeye	29 658 06
Township of Gladwin	23 548 00
Township of Grout	32 127 73
Township of Hay	42 275 88
Township of Sage	64 532 96
Township of Sherman	28 357 98
Rent income	10 729 85
Interest	7 378 50
Miscellaneous	8 027 88
Total revenues	300 827 42
Expenditures:	
Public safety:	
Fire protection:	
Services – officers	5 576 98
Services – firemen	59 904 45
Services – maintenance	28 040 00
Services – administration	8 594 14
Payroll taxes	7 809 97
Insurance	28 320 42
Equipment maintenance	3 458 72
Building maintenance	9 052 08
Vehicle maintenance	7 613 87
Vehicle gas and oil	4 561 02
Supplies	18 873 34
Dues and subscriptions	3 321 30
Utilities	15 325 14
Audit	1 500 00
Miscellaneous	5 161 96
Capital outlay	321 079 00
Debt service	<u>2 797 00</u>
Total expenditures	530 989 39
Excess (deficiency) of revenues over expenditures	(230 161 97)
Other financing sources (uses):	
Loan proceeds	(150 000 00)
Total other financing sources (uses)	(150 000 00)
Excess (deficiency) of revenues and other sources over expenditures and other uses	(80 161 97)
Fund balance, January 1	216 585 34
Fund Balance, December 31	136 423 37

# RECONCILIATION OF THE STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUND TO THE STATEMENT OF ACTIVITIES Year ended December 31, 2006

NET CHANGE IN FUND BALANCE - TOTAL GOVERNMENTAL	FUND
---	------

(80 161 97)

Amounts reported for governmental activities in the Statement of Activities are different because:

Governmental funds report capital outlays as expenditures; in the Statement of Activities, these costs are allocated over their estimated useful lives as depreciation

Depreciation Expense (79 153 95)
Capital Outlay 321 079 00

Repayment of debt principal is an expenditure in the governmental funds, the repayment does not have an effect in the statement of activities but does reduce the debt balance in the statement of net assets.

Principal payments on long-term debt

2 235 75

Receipt of debt proceeds is a financing source in the governmental funds, the receipt does not have an effect in the statement of activities but does increase the debt balance in the statement of net assets.

Loan proceeds \_\_\_\_\_(150 000 00)

CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES

\_\_\_ 13 998 83

### NOTES TO FINANCIAL STATEMENTS

December 31, 2006

#### Note 1 – Summary of Significant Accounting Policies

The accounting policies of the Gladwin Rural Urban Fire Protection District, Gladwin County, Michigan, conform to generally accepted accounting principles as applicable to governmental units.

#### Reporting Entity

The financial statements of the Fire District contain all the Fire District funds that are controlled by or dependent on the Fire District's executive or legislative branches.

The reporting entity is the Gladwin Rural Urban Fire Protection District. The Fire District is governed by an elected Fire Board. As required by generally accepted accounting principles, these financial statements present the Fire District as the primary government.

#### Government-Wide and Fund Financial Statements

The government-wide financial statements, (the Statement of Net Assets and the Statement of Changes in Net Assets) report information on all of the non-fiduciary activities of the primary government. For the most part, the effect of interfund activity has been removed from these statements. Governmental activities, normally supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support. All the Fire District's government-wide activities are considered governmental activities.

The Statement of Activities demonstrates the degree to which the direct expenses of a given function are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function. Program revenues include: (1) charges to customers or applicants who purchase, use or directly benefit from goods, services or privileges provided by a given function; and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function. Taxes, intergovernmental payments and other items not properly included among program revenues are reported as general revenue.

Major individual governmental funds are reported as separate columns in the fund financial statements.

#### Measurement Focus, Basis of Accounting and Financial Statement Presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenue is recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. When an expense is incurred for purposes for which both restricted and unrestricted net assets are available, restricted resources are applied first.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenue is recognized as soon as it is both measurable and available. Revenue is considered to be available if it is collected within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, expenditures relating to compensated absences, and claims and judgments are recorded only when payment is due.

### NOTES TO FINANCIAL STATEMENTS December 31, 2006

#### Note 1 – Summary of Significant Accounting Policies (continued)

Measurement Focus, Basis of Accounting and Financial Statement Presentation (continued)

The Fire District reports only one fund as follows:

 The General Fund is used to record the operations of the Fire District which pertain to maintaining and operating the Fire District. Included are all transactions related to the approved current operating budget.

#### Assets, Liabilities and Net Assets or Equity

Bank deposits and investments – Cash and cash equivalent investments include cash on hand, demand deposits, certificates of deposit and short-term investments with a maturity of three months or less when acquired. Investments are stated at fair value.

#### Receivables

Receivables have been recognized for all significant amounts due to the Fire District. Allowances for uncollectible accounts have not been provided for in that collection is not considered doubtful and any uncollected amount would be immaterial.

#### Inventories

Inventories of supplies are considered to be immaterial and are not recorded.

#### **Property Taxes**

The Fire District does not levy any property taxes.

#### Encumbrances

Encumbrances involving the current recognition of purchase orders, contracts and other commitments for future expenditures are not recorded.

#### Capital Assets

Capital assets are defined by the Fire District as assets with an initial cost of more than \$3,000.00 and an estimated useful life in excess of one year. Such assets are recorded at historical cost or estimated historical cost. Donated assets are reported at estimated fair market value at the date of donation. Additions, improvements and other capital outlays that significantly extend the useful life of an asset are capitalized. Other costs incurred for repairs and maintenance are expensed as incurred. Depreciation on all assets is provided on the straight-line basis over the following estimated useful lives:

Buildings 50 years Equipment 10-20 years

#### Compensated Absences (Vacation and Sick Leave)

Employees are not allowed to accumulate vacation and sick pay.

#### Post-employment Benefits

The Fire District provides no post-employment benefits to past employees.

### NOTES TO FINANCIAL STATEMENTS December 31, 2006

#### Note 1 – <u>Summary of Significant Accounting Policies</u> (continued)

#### **Fund Equity**

In the fund financial statements, governmental funds report reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Designations of fund balance represent tentative management plans that are subject to change.

#### Note 2 – Budgets and Budgetary Accounting

The following procedures are followed in establishing the budgetary data reflected in these financial statements:

- 1. Prior to the beginning of the fiscal year, the proposed budget for each budgetary fund is submitted to the Fire Board for consideration.
- The proposed budgets include expenditures as well as the methods of financing them.
- 3. Public hearings are held to obtain taxpayer comments.
- 4. The budgets are adopted at the activity level by a majority vote of the Fire Board.
- 5. The budgets are adopted on the modified accrual basis of accounting.
- 6. The originally adopted budgets can be amended during the year only by a majority vote of the Fire Board.
- 7. The adopted budgets are used as a management control device during the year for all budgetary funds.
- 8. Budget appropriations lapse at the end of each fiscal year.
- 9. The budgeted amounts shown in these financial statements are the originally adopted budgets with all amendments that were approved by the Fire Board during the fiscal year.

#### Note 3 - Deposits and Investments

Michigan Compiled Laws, Section 129.91, authorizes the Fire District to deposit and invest in the accounts of federally insured banks, credit unions, and savings and loan associations; bonds, securities and other direct obligations of the United States, or any agency or instrumentality of the United States; United States government or federal agency obligation repurchase agreements; banker's acceptance of United States banks; commercial paper rated within the two highest classifications, which mature not more than 270 days after the date purchase; obligations of the State of Michigan or its political subdivisions which are rated as investment grade; and mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan. Financial institutions eligible for deposit of public funds must maintain an office in Michigan.

The Fire Board has designated two banks for the deposit of Fire District funds. The investment policy adopted by the board in accordance with Public Act 196 of 1997 has authorized investment in all investments authorized by state law as listed above.

### NOTES TO FINANCIAL STATEMENTS December 31, 2006

#### Note 3 – Deposits and Investments (continued)

The Fire District's deposits and investments are in accordance with statutory authority.

The Governmental Accounting Standards Board Statement No. 3, risk disclosures for the cash deposits are as follows:

 Carrying Amounts

 Total Deposits
 136 373 37

Amounts in the bank balances are without considering deposits in transit or uncleared checks.

	Bank <u>Balances</u>
Insured (FDIC) Uninsured and Uncollateralized	184 098 52 10 285 84
Total Deposits	<u> 194 384 36</u>

The Fire District did not have any investments as of December 31, 2006.

#### Note 4 - Capital Assets

Capital asset activity of the Fire District's Governmental activities for the current year was as follows:

	Balance 1/1/06	Additions	Deletions	Balance 12/31/06
Governmental Activities:				
Land	25 000 00	-	-	25 000 00
Buildings	500 000 00	-	-	500 000 00
Equipment	<u>1 217 500 00</u>	321 079 00		<u>1 538 579 00</u>
Total	1 742 500 00	321 079 00	-	2 063 579 00
Accumulated Depreciation	(984 850 00)	(79 153 95)		(1 064 003 95)
Net Capital Assets	757 650 00	241 925 05		<u>999 575 05</u>

#### Note 5 – Changes in Long-Term Debt

A summary of changes in long-term debt follows:

	Balance 1/1/06	Additions	Deductions	Balance 12/31/06
Contract payable ~ fire truck	<u>-</u>	<u> 150 000 00</u>	2 235 75	<u>147 764 25</u>
Total		<u> 150 000 00</u>	<u>2 235 75</u>	<u>147 764 25</u>

### NOTES TO FINANCIAL STATEMENTS December 31, 2006

#### Note 6 - Contract Payable - Fire Truck

On November 1, 2006, the Fire District obtained a loan payable in the amount of \$150,000.00 which was used toward the purchase of a fire truck. The loan included interest at the rate of 4.49% per annum and is due in sixty monthly installments beginning December 3, 2006, through November 3, 2011. The principal balance outstanding at December 31, 2006 was \$147,764.25.

#### Note 7 - Deferred Compensation Plan

The Fire District does not have a deferred compensation plan.

#### Note 8 – Risk Management

The Fire District is exposed to various risks of loss related to property loss, torts, errors, omissions, and employee injuries (workers' compensation). The Fire District has purchased commercial insurance for property loss, torts and workers' compensation claims. Settled claims relating to the commercial insurance have not exceeded the amount of insurance coverage in any of the past three fiscal years.

#### Note 9 – Pension Plan

The Fire District does not have a pension plan.

### BUDGETARY COMPARISON SCHEDULE - GENERAL FUND Year ended December 31, 2006

Revenues:	Original Budget	Final <u>Budge</u> t	Actual	Variance with Final Budget Over (Under)
City of Gladwin	54 412 00	54 412 00	54 190 58	(004.40)
Township of Buckeye	29 675 00	29 675 00	29 658 06	(221 42)
Township of Gladwin	23 548 00	23 548 00	23 548 00	(16 94)
Township of Grout	32 132 00	32 132 00	32 <b>1</b> 27 73	(4 27)
Township of Hay	42 655 00	42 655 00	42 275 88	(379 12)
Township of Sage	64 565 00	64 565 00	64 532 96	,
Township of Sherman	28 553 00	28 553 00	28 357 98	(32 04)
Rent income	10 460 00	10 460 00	10 729 85	(195 02) 269 85
Interest	5 000 00	5 000 00	7 378 50	2 378 50
Miscellaneous	3 000 00	3 000 00	8 027 88	
Wiscellaffeods	<del></del>	<del></del>	0 027 00	8 027 88
Total revenues	<u>291 000 00</u>	291 000 00	<u>300 827 42</u>	9 827 42
Expenditures: Public safety:				
Fire protection	236 575 00	236 575 00	207 113 39	(29 461 61)
Capital outlay	201 000 00	348 000 00	321 079 00	(26 921 00)
Debt service		3 000 00	2 7 <u>97 00</u>	(203 00)
Total expenditures	<u>437 575 00</u>	<u>587 575 00</u>	<u>530 989 39</u>	(56 585 61)
Excess (deficiency) of revenues				
over expenditures	(146 575 00)	(296 575 00)	(230 161 97)	66 413 03
Other financing sources (uses): Loan proceeds		450,000,00	450,000,00	
Total other financing sources (uses)		<u>150 000 00</u>	150 000 00	
rotal other infalleng sources (uses)	<del>-</del>	<u> 150 000 00</u>	150 000 <u>00</u>	<del></del>
Excess (deficiency) of revenues and other sources over				
expenditures and other uses	<u>(146 575 00)</u>	<u>(146 575 00)</u>	(80 161 97)	<u>66 413 03</u>
Fund balance, January 1	180 000 00	<u> 180 000 00</u>	<u>216 585 34</u>	<u>36 585 34</u>
Fund Balance, December 31	33 425 00	33.425.00	<u>136 423 37</u>	<u>102 998 37</u>

### CAMPBELL, KUSTERER & CO., P.C.

#### CERTIFIED PUBLIC ACCOUNTANTS

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TEL (989) 894-1040 FAX (989) 894-5494

### AUDIT COMMUNICATION AND REPORT OF COMMENTS AND RECOMMENDATIONS

February 6, 2007

To the Fire Board
Gladwin Rural Urban Fire Protection District
Gladwin County, Michigan

We have audited the financial statements of the Gladwin Rural Urban Fire Protection District for the year ended December 31, 2006. As required by auditing standards generally accepted in the United States, the independent auditor is required to make several communications to the governing body having oversight responsibility for the audit. The purpose of this communication is to provide you with additional information regarding the scope and results of our audit that may assist you with your oversight responsibilities of the financial reporting process for which management is responsible.

### <u>AUDITOR'S RESPONSIBILITY UNDER AUDITING STANDARDS GENERALLY ACCEPTED IN THE UNITED STATES</u>

We conducted our audit of the financial statements of the Gladwin Rural Urban Fire Protection District in accordance with auditing standards generally accepted in the United States. The following paragraph explains our responsibilities under those standards.

Management has the responsibility for adopting sound accounting policies, for maintaining an adequate and effective system of accounts, for the safeguarding of assets, and for devising an internal control structure that will, among other things, help assure the proper recording of transactions. The transactions that should be reflected in the accounts and in the financial statements are matters within the direct knowledge and control of management. Our knowledge of such transactions is limited to that acquired through our audit. Accordingly, the fairness of representations made through the financial statements is an implicit and integral part of management's accounts and records. However, our responsibility for the financial statements is confined to the expression of an opinion on them. The financial statements remain the responsibility of management.

The concept of materiality is inherent in the work of an independent auditor. An auditor places greater emphasis on those items that have, on a relative basis, more importance to the financial statements and greater possibilities of material error than those items of lesser importance or those in which the possibility of material error is remote.

For this purpose, materiality has been defined as "the magnitude of an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would have been changed or influenced by the omission or misstatement."

An independent auditor's objective in an audit is to obtain sufficient competent evidential matter to provide a reasonable basis for forming an opinion on the financial statements. In doing so, the auditor must work within economic limits; the opinion, to be economically useful, must be formed within a reasonable length of time and at reasonable cost. That is why an auditor's work is based on selected tests rather than an attempt to verify all transactions. Since evidence is examined on a test basis only, an audit provides only reasonable assurance, rather than absolute assurance, that financial statements are free of material misstatement. Thus, there is a risk that audited financial statements may contain undiscovered material errors or fraud. The existence of that risk is implicit in the phrase in the audit report, "in our opinion."

To the Fire Board Gladwin Rural Urban Fire Protection District Gladwin County, Michigan

In the audit process, we gain an understanding of the internal control structure of an entity for the purpose of assisting in determining the nature, timing, and extent of audit testing. Our understanding is obtained by inquiry of management, testing transactions, and observation and review of documents and records. The amount of work done is not sufficient to provide a basis for an opinion on the adequacy of the internal control structure.

#### SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies are described in Note 1 to the financial statements.

#### **OTHER COMMUNICATIONS**

Auditing standards call for us to inform you of other significant issues such as, but not limited to, 1) Accounting estimates that are particularly sensitive because of their significance to the financial statements or because of the possibility that future events affecting them may differ markedly from management's current judgments; 2) Significant audit adjustments that may not have been detected except through the auditing procedures we performed; 3) Disagreements with management regarding the scope of the audit or application of accounting principles; 4) Consultation with other accountants; 5) Major issues discussed with management prior to retention; and 6) Difficulties encountered in performing the audit.

We have no significant issues, regarding these matters, to report to you at this time. Audit adjustments were minimal, and are available to review.

#### COMMENTS AND RECOMMENDATION REGARDING INTERNAL CONTROLS/ COMPLIANCE/ EFFICIENCY

Our procedures disclosed the following conditions that we would like to bring to your attention:

#### **SEGREGATION OF DUTIES**

A separation of duties between persons who authorize transactions and persons who have control over the related assets does not always exist.

The least desirable accounting system is one in which an employee is responsible for executing the transaction and then recording the transaction from its origin to its ultimate posting in the General Ledger. This increases the likelihood that intentional or unintentional errors will go undetected. In most cases, adequate segregation of duties substantially increases control over errors without duplication of effort.

We understand that due to the size of needed staff, a proper segregation of duties may be impractical and the "cost to benefit" relationship may not justify the addition of accounting staff to accomplish the desired segregation.

These conditions were considered in determining the nature, timing and extent of the audit tests to be applied in our audit of the Fire District's financial statements and this communication of these matters does not affect our report on the Fire District's financial statements, dated December 31, 2006.

#### <u>SUMMARY</u>

We welcome any questions you may have regarding the foregoing comments and we would be happy to discuss any of these or other questions that you might have at your convenience.

Sincerely,

Campbell, Kusterer & Co., P.C. CAMPBELL, KUSTERER & CO., P.C. Certified Public Accountants